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THE EMPLOYMENT POTENTIAL
of
THE INDIA BASIN INDUSTRIAL PARK
REDEVELOPMENT PROJECT

A Summary Report on Two Studies:

INDUSTRIAL SURVEY OF SAN FRANCISCO
(Greater San Francisco Chamber of Commerce)

and

THE BUTCHERTOWN MANPOWER STUDY
(PACT, Inc.)

Prepared for:

Office of Technical Assistance
Economic Development Administration
U. S. Department of Commerce
Washington, D. C.

Contract 7-35523

This technical assistance study was accomplished by professional consultants under contract with the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the contractor and do not necessarily reflect the views of the Economic Development Administration.

PREFACE

This report was prepared by the City and County of San Francisco under contract with the Office of Technical Assistance, U. S. Department of Commerce.

Particular recognition is given to the Greater San Francisco Chamber of Commerce for its efforts to initiate the project, and its contribution of staff, equipment and supplies.

The extraordinary cooperation of the residents in the Bayview-Hunters Point survey area is largely responsible for the quality of the manpower survey. Residents of the area were used as interviewers, checkers, supervisors, and planners for the entire operation. The survey was conducted with the assistance of the Hunters Point-Bayview Community Development Corporation, which provided the coordination for community participation.



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INTRODUCTION

In 1965, the City and County of San Francisco began the planning for the renewal of approximately 126 acres of filled land in the south-east part of San Francisco.

The project is adjacent to the Hunters Point Redevelopment Project, a residential development to house approximately 2,000 families.

The India Basin Industrial Park (formerly called Butchertown Redevelopment Project) emerged through the concerted efforts of the Greater San Francisco Chamber of Commerce, representatives of the Bayview-Hunters Point Community and the San Francisco Redevelopment Agency.

From the beginning, there was agreement that the new industrial park should provide a maximum of employment opportunities for the citizens of the Bayview-Hunters Point area and that the project should complement and contribute to the overall renewal of the area known as South Bayshore. To meet these objectives, it was necessary to determine: 1) the commercial and industrial activities in San Francisco which have expansion or relocation potential for the renewal area, 2) the employment needs or potential of these commercial and industrial activities, and 3) the employment potential of the residents of the South Bayshore study area.

In 1967, the Economic Development Administration of the U.S. Department of Commerce entered into a contract with the City and County of San Francisco to make the determinations listed above. Subsequently, two subcontracts were let by the City and County to obtain the required information. The first subcontract, with the San Francisco Chamber of Commerce, provided a survey of space and employment requirements of industrial and commercial firms in San Francisco. The second subcontract, with PACT, Inc. (Plan of Action for Challenging Times), provided a survey and analysis of the labor force in the South Bayshore study area. The two studies were conducted in close liaison with the San Francisco Redevelopment Agency, which concurrently had begun preparation of the land utilization and marketability study for the renewal project area.

A Technical Advisory Committee was formed to assist the Mayor in completing the contract. The Committee consisted originally of the following: the Mayor's Assistant Deputy for Development as Chairman, a representative of the Bayview-Hunters Point Joint Housing Committee, a representative of the San Francisco Chamber of Commerce, a representative of the San Francisco Redevelopment Agency, and a representative of the Department of City Planning. Later, at their request, the Mayor added five additional representatives of the Bayview-Hunters Point Joint Housing Committee and a representative of the Southeast Home Owners League.

The Technical Advisory Committee developed the scope of the studies, selected the subcontractors, monitored the progress of the studies, and approved the final reports. The Committee also made sure that the community participated in the surveys conducted in the community and generally kept the community informed about the progress of the studies.

The full text of each survey has been published in separate reports. The industrial survey is contained in a single document entitled Industrial Survey of San Francisco. Much of the data collected is programmed for electronic data processing. The labor force survey is published in two volumes. The first, entitled Butchertown Manpower Survey, contains the complete results of the survey, the methodology used, and the conclusions. The second volume is a summary of the material in the first volume, designed to facilitate review by citizen groups and organizations. The survey information is programmed for electronic data processing.

The purpose of this report is to draw together the substance of the two studies bearing upon the proposed India Basin Industrial Park Development and its role in providing jobs.

In integrating the Industrial Survey and the PACT, Inc. Manpower Survey, it became apparent that a number of major questions concerning both mechanics and implementation need to be resolved before the India Basin Industrial Park can become a reality. These questions are outlined in the last sections of this summary report for future consideration.

I. SUMMARY OF RECOMMENDATIONS

(Manpower Survey)

A comprehensive, (one-stop) Manpower Development Center should be established as part of the India Basin Project. The Center would provide pre-vocational training, vocational training, job finding services, and job counseling services.

Supportive Social Service Programs should be established in the survey area to augment and support manpower development efforts. The services would include a Child Development Center (for children of working parents) and an employee-oriented industrial relations program.

A Commercial High School should be established as part of the public school system to provide training for entry level skills and an optional college preparatory course.

II. SUMMARY OF SURVEY PROCEDURES

The Industrial Survey was administered via mail in December, 1967, to a large number of San Francisco firms. The companies surveyed were a diverse mixture, varying in size, age, and in products offered. More than 400 firms responded to the questionnaire in varying degrees of completeness. Survey questions ranged over a number of areas, including:

- Physical plant conditions
- Present and future labor and labor skill requirements
- Some characteristics of the markets served
- Plans and attitudes involving plant relocation

Because company responses were often incomplete, relatively little statistical analysis could be performed. Instead, the data were interpreted in a qualitative manner. Besides answers in direct response to questions, many companies added comments of their own. These unstructured responses were found to be relevant to the objectives of the survey and were thus incorporated in the report. They are drawn upon in this summary report as well.

The PACT Manpower Survey was carried out in the Silver Terrace/Bayview-Hunters Point sections of San Francisco. Polk's San Francisco Directory indicates there were approximately 9100 households in these areas in 1966. A random sample of about 14% of these was chosen for the data base. The selected households, 468 in Silver Terrace, 508 in Bayview, and 328 in Hunters Point, were visited, and data was collected by interview.

Each household surveyed was asked to provide information on family structure, education levels, job backgrounds, and so forth, which would be of use in defining the needs of the area. The survey was also used to gather information such as the amount of interest in the India Basin project, the kinds of job training desired, occupations sought, etc. These data are drawn upon in the following sections.

III. SUMMARY OF FINDINGS

Labor Demand and Labor Supply

The Industrial Survey results are consistent with those of other studies dealing with trends and changes in San Francisco's businesses and industries. In general, they indicate trends away from unskilled labor usage and towards capital intensity or skilled labor usage.

Although a large number of firms indicated no shift in job mix over the last 10 years, those which experienced changes followed these trends: Companies did indicate historical shifts away from the employment of unskilled labor and towards the use of skilled, services, clerical and sales and professional and managerial personnel. A large number of firms interviewed (250) anticipated problems in obtaining qualified personnel. By far, their main concern was over the supply of skilled labor; secondly, over professional and managerial help.

At least 1 in 3 firms anticipated changes in production techniques, product lines, and so on, which would affect the labor density, in employees per square foot, of their operations. Of these, the overwhelming majority indicate such changes will reduce labor density.

These findings convey the nature of the employment problem facing the labor force of the Silver Terrace/Bayview-Hunters Point area. There is little question that a widening gap separates residents from what has been referred to as a "paper economy".

What have residents of the area been able to offer in response to such shifts in economy? The answer appears to be "not much", as indicated by their low income levels and high unemployment rates.

Ethnicity of population. At the time of the PACT Manpower Survey, late 1968 to early 1969, the population of the area was 80% black.

Nature of the labor force. In a significant number of cases, women were the heads of household and the major source of income. In Hunters Point, they represented 52% of heads of household over the large families in the area, 4.2 persons per household. The labor force in the area is approximately 16,000 strong, with a slight majority being women. Of the 8,000 men in the labor force, about 700 were younger than 19 and over 1,500 were 19-29 years old. Of the women, about 600 were younger than 19 and about 1,800 were 19-29 years old. From these data, it can be seen that the labor force is an older one, with almost 50% being 45 years or older.

The labor force has a weak educational background. The average area resident is not a high school graduate. Men have averaged 10.5 years of formal education, women have averaged 11 years. Somewhat mitigating this lack, approximately 25% of the labor force had received some vocational training and about one out of seven male workers had received some type of special training in the military.

Employment levels. Overall unemployment, as of November, 1968, stands at a level of around 15%, approximately four times the recent national averages.

Unemployment in Silver Terrace/Bayview Hunters Point:

| <u>Age</u> | <u>Men</u> | <u>Women</u> |
|------------|------------|--------------|
| Under 19 | 240 | 150 |
| 19 - 29 | 435 | 340 |
| over 29 | 715 | 760 |
| Totals | 1390 | 1250 |

One must also take note of those who are otherwise "sub-employed" in part-time jobs which yield sub-poverty level incomes. They comprise nearly 30% of the labor force. Furthermore, those unemployed and not seeking work due to child care responsibilities or penalties in welfare payments must also be considered.

Household income. Approximately 75% of household income for the area is derived from jobs. Of the remainder, 12½% comes from pension and Social Security payments; the rest from some form of public assistance. Despite such assistance, income remains at poverty levels, as defined by the Bureau of Labor Statistics. While families in Silver Terrace had median incomes of \$460-\$500 per month; those in Hunters Point had a median income of \$350 per month.

The Needs of the Unemployed/The Needs of Industry

The central economic problem of the area can be stated in a word: Poverty. As the PACT Manpower Survey indicates, "subemployment" is widespread for men and women, young and old. The poverty level income in the area is a direct reflection of that fact.

Pure Unemployment:

Residents of the area cannot locate prospective jobs.

The distribution of job information appears highly imperfect; knowledge is poorly disseminated. Although job seekers relied primarily on the California Employment Service, its effectiveness was low. Personal calls or visits accounted

for 25% of all jobs secured, and contacts provided by friends or relatives provided for another 20%. Although unions were a major factor in placement, their overall effect was small because of relatively low membership levels. To a certain extent, limitation on labor mobility also restrict labor searching. This appears to be especially true for the sizable portion of the area's population dependent on public transportation. It also holds for women with child-care responsibilities.

Residents of the area cannot take jobs and hold them.

For some, especially the older residents, health is a major factor in leaving a job. For others, merely taking a job is difficult due to low educational and training levels and the white collar nature of the San Francisco economy. Women with child-care responsibilities are also limited in the jobs they might take and hold.

Marginal employment.

In addition to those without any form of job, consideration must be made of the underemployed. This category includes over 10% of the labor force who work full time but draw poverty level income. It includes another 3%, approximately, who hold part-time jobs while wanting full-time employment.

The PACT study indicates a variety of causes for low income levels. Therefore, to eliminate the problems of the area, a number of measures appear necessary. For some, employment opportunities do not appear to offer a realistic solution. This may be particularly true for older area residents, for whom health appears to be a major problem. Even after such cases are considered, job opportunities offer the primary means to alleviate area problems. To reduce employment to a more "normal" level of 4%, some 1100 men and 900 women would need to be given jobs. Better jobs would enable the marginally employed to improve their status as well.

To a large extent, the job mix desired by the area labor force matches that set by the needs of local industry. For men, approximately 25% of the job opportunities available appear to be in clerical and sales work. Another 16% are in professional/managerial work, with another 4% in service jobs. Nearly half of the job openings, therefore, are of the sort desired by area workers. Over 30% of the job openings, however, call for skilled labor. For women, over 60% of the jobs open call for clerical and sales skills. The Industrial Survey indicates that, for men, the number of openings for each major job category can be ranked by industry.

| Standard Industrial Classification (SIC) | Rank by # Job Openings | | |
|--|----------------------------|-------------------|---------|
| | Professional Managerial | Clerical Sales | Skilled |
| SIC 20, Food and Kindred Products | 2 | | |
| SIC 28, Chemicals and Allied Products | 3 | 2 | |
| SIC 34, Fabricated Metal Products | 4 | 3 - 4 | 2 |
| SIC 35, Machinery except Electrical | | | 3 |
| SIC 36, Electrical machin- ery, equipment and supplies | 5 | 5 | 4 |
| SIC 39, Other manufactured products | 1 | 3 - 4 | 5 |
| SIC Code unknown | | 1 | 1 |

For women, the predominant numbers of job openings are in clerical and sales positions in SIC 27 (Publishing and Printing), SIC 34 (Fabricated Metal Products), and SIC 39 (Other Manufactured Products).

In filling these needs, companies anticipate that their greatest difficulty will be in finding skilled labor, then professional and managerial help, then clerical and sales staff. A major problem in matching area residents to jobs arises if one considers the absolute numbers of job openings available. For some 490 companies responding, 412 job openings were indicated. Certainly more companies with openings exist in the San Francisco area, but there are also many others seeking jobs besides those in the Silver Terrace/Bayview-Hunters Point area. The only real assurance of taking and holding a job may thus lie in the hope that there is always a job for a "good man".

At present, however, employers too often find themselves confronted with poorly motivated employees. The Industrial Survey brought forth comments about clerks who would not bother to learn proper spelling, salesmen who would not sell, entry-level applicants weak in basic skills or unwilling to learn a trade or profession.

IV. CONCLUSIONS AND RECOMMENDATIONS

Two sets of needs must be resolved, those of San Francisco industry and those of the unemployed and marginally employed in the Silver Terrace/Bayview-Hunters Point areas. In some respects there is a little overlap. The older area unemployed are characteristically in poor health, for example. Employment appears to be an unrealistic solution for their problems, unless medical treatment can first restore their productivity. Otherwise, the needs of industry and the desires of the employed parallel each other well. The general role of the India Basin project should be to bring the two together.

The need for training.

The PACT report outlined a number of recommendations. The most important is that a portion of the India Basin project be given over to a comprehensive Manpower Development Center. The Center would provide for those seeking training and for those seeking jobs directly. It would offer:

1. Prevocational training to transmit the basic skills in language, writing, mathematics, and so on, needed by persons to undergo vocational training or to assume entry-level employment.
2. Vocational training for jobs in greater San Francisco as well as for those which may be available in the India Basin Development proper. Ideally, such training would yield high percentages of successful job placements encompassing the entire spectrum of jobs sought and offered.
3. Job finding services to supplant existing means of locating jobs, which are highly imperfect. The goal would be to provide comprehensive information and advice.
4. Job counseling services to work in conjunction with job finding services. Together they would advise a person as to:
 - his best opportunities for finding employment
 - the future outlook for his skills
 - the most suitable training or retraining, if the need for his skills is short or diminishing
 - the most effective way to draw upon available manpower development programs.

The PACT Report called for a variety of support services as a necessary supplement to the job counseling, training, and finding services.

A Child Development Center was proposed as a facility where parents could leave their children when looking for work, training for a job, or actually working. Although the Center's primary purpose is to free a parent to become a wage earner, its efforts would go beyond baby-sitting. Programs would be provided to assist the development of children, ranging in age from preschool to junior high school, possibly even to high school levels. The purpose of such child development efforts is to widen horizons, motivate the children, and generally enhance their ability to compete in their complex society.

The PACT Report also recommended two efforts to insure good employer-employee relationships. First, an employee-oriented, industrial relations program. Such program would prepare a person for his work environment, acquaint him with his responsibilities as well as those of the employer, and so on. The aim of this program would be to avoid misunderstandings and conflicts which might occur on a job. Second, an employer-oriented program was suggested to help employers solve problems they may encounter with employees. Social service experts would be called upon to help the employers who cannot provide their own.

Last, the PACT Report recommended that the San Francisco Unified School District develop a commercially-oriented high school for areas such as Silver Terrace/Bayview-Hunters Point. The schools would emphasize skills for which there is an unquestioned and significant, long-term demand such as typing, secretarial, and stenographic capabilities. The training would be directed toward skills useful in a white-collar, service economy.

For area residents then, the PACT Report suggests that the India Basin Project and related activities emphasize movement directly into the white-collar sector of the labor market. The principal means of this mobility would be job training. Nearly half the area labor force expressed interest in India Basin as a place to work. Such interest may be due to several factors, including difficulties in transportation, family problems requiring closeness to home, and so on. More generally, 62% of the labor force is willing to work only within the confines of the City. Thus, the role of the India Basin Project can be at least twofold - to offer job training and related services and to offer jobs.

The extent to which there is a source of qualified labor will depend on the effectiveness and appropriateness of the proposed training programs. These, in turn, will depend to a large degree upon industry's own contributions to job training. The PACT Report suggested that business should loan instructors and otherwise help to implement training programs. These appear to be the very least which businesses should offer. The particular businesses which should be asked to contribute can be determined by matching desires and potentials of area residents against business needs. Whether or not businesses will contribute toward the upgrading of area residents is considered in the following section.

The Need for Industry Participation

A match between businesses' and area residents' needs appears more difficult to accomplish than job training. Those companies which might be interested in India Basin may not be those sought or needed by the area residents. Those companies of interest to area residents may not be interested in India Basin. Among area workers, a job in a service occupation was most popular. However, the industries with the most service job opportunities were against locating in an industrial park. Furthermore, very few openings appear to exist in the current market. The next most popular choice was a clerical/sales job. In industries offering the majority of these jobs, the idea of locating in an industrial park was greeted with mixed feelings. Chemical and allied products companies (SIC 28) were in favor. Fabricated metal and other metal products (SIC 34 and 39) industries were against, and so on. Rubber, plastic and machinery, except electrical, (SIC 30 and 35) companies were interested in an industrial park location, but they rank very low in job opportunities of interest to area workers. On the other hand, electrical machinery, equipment and supplies (SIC 36) companies appeared interested in an industrial park location and also ranked fairly high in job opportunities of interest. The results of both surveys indicated a number of industries uninterested in an industrial location and also lacking in job opportunities of interest. Among those are Food and Kindred Products (SIC 20), Textile and Mill Products (SIC 22), Lumber and Wood Products (SIC 24), Furniture and Fixtures (SIC 25), Printing and Publishing (SIC 27), Transportation Equipment (SIC 37), and Instruments and Related Products (SIC 38).

These results are based on small sample sizes, and cannot be accepted without that qualification. Insofar as they can be used, However, they suggest several things. The most likely prospects for location in an industrial park are chemical and allied products companies (SIC 28) and electrical machinery companies (SIC 36). Next most likely are those companies in the minority of their industry who would be in favor of an industrial park location. Such companies are particularly significant when one notes that implementation will involve a particular firm and that, more than anything else, decisions to locate in India Basin will involve the individual policies of individual firms. The 18 fabricated metal products companies (SIC 34) against location in an industrial park may be irrelevant in view of the fact that 12 are interested. Finally, the results of both surveys suggest that some industries may be poor prospects, no matter what.

Again, these results must not be overinterpreted. Although some industries and some companies may be interested in an industrial park location, they may not be interested in India Basin as a specific location.

It seems fair to say that the proposed India Basin Industrial Park is viewed by Silver Terrace/Bayview-Hunters Point residents with a mixture of hope and doubt. There is no question that jobs are sorely

needed by the employed and underemployed in the area. The India Basin Industrial Park can help satisfy that need. Some ways by which it can do so have been recommended; these have centered primarily around jobs and job training. There are other ways in which the development could serve the area. Regardless of the particular shape of the development, certain steps need to be taken for success. Various kinds of jobs allowing upward mobility must be offered. Jobs in addition to whatever is provided at India Basin must be found. Effective job training and job finding organizations need to be established. A number of ancillary public and social services need to be provided. Together, these represent a formidable challenge.

V. IMPLEMENTATION

It is a truism to say that money and manpower are needed to create an effective India Basin development. Implementation must depend on:

- the gathering of men, money and other resources
- the use of such resources.

How can business, government, labor, and the community all be induced to lend of their people, organization, and funds? Probably only to the extent that project goals and organizational objectives appear to match. Public relations may yield some responses, but it seems more likely that a company's or a labor union's basic policies would dominate, or that compromise agreements must be developed. Some companies may donate men and money as a gesture of goodwill. Others may require a subsidy or fair payment to cover costs. Still others may view such outlays as investments, with a fair chance of realizing a return. These may be venture capital-oriented, requiring services in return. Obviously, these are all situations which must be treated individually.

If these resources are to be used in training programs, their gathering should be relatively simple. Most companies would act in good will. Some instructors would volunteer; others would be paid out of Federal funds or from private sources. Companies may even go so far as to pool funds to build up training programs from which they could benefit. The likely major problem would be in establishing effective training programs, in determining specific program content, in determining ways of transmitting that content, of integrating programs with each other. The successes and failure experiences of other training programs should certainly be drawn upon for guidance.

Fortunately, the Model Neighborhood Program in Bayview-Hunters Point provides a heavy impact, in money and manpower, to manpower development. Thus, the resources to do the necessary training, counseling, placement and follow-up are within reach.

It may be more difficult to attract appropriate companies with jobs to the India Basin development. Why should they establish operations there? The Industrial Survey indicated that easier employee commuting, ease of access by truck or auto, and other highway-oriented factors, were as important as police and fire protection in choosing a site, if not more so. For companies less dependent upon trucking of supplies in and goods out, an India Basin site may not have significant advantages. Waste disposal utilities, access to airports and railroads are less important. Companies might come to India Basin if subsidies covering some operating overhead were allowed. They might come if a tax break were allowed or if subsidies covering part of the social overhead due to hiring untrained workers were given. In short, they

might come if it were economically advantageous to do so.

The risk involved may outweigh possible economic gains. The Industrial Survey showed security to be an important factor in site location. Companies need to feel protected. Yet the India Basin area unquestionably has an unsavory reputation with some companies and this is likely to weigh against it as a site. Economic incentives to relocate in India Basin may well be offered but they must be large enough to offset an increased risk factor or, the risk will have to be reduced. Police and fire protection will be needed.

Yet, companies do not make decisions according to economics alone. The Industrial Survey results showed that some firms use other plan operations to subsidize those in San Francisco.

These comments all relate to the process of implementation. Economics is not the sole determinant. Perhaps the most basic question is yet unanswered. What is being implemented? The data collected allow some superficial judgments, but little more.

Government and private programs should thus be reviewed to determine what is otherwise available and effective. Two purposes will be served. The first has been mentioned; to avoid needless duplication. The second purpose, achieved by such a review, is to locate programs which would have more effect if incorporated into the design of the India Basin development. Ideally they would not add to the financial or personnel load upon the development itself. The State of California Human Resources Development Agency, for example, is instituting several programs, based on levels of need, to alleviate unemployment among the hard core unemployed. These problems as presently envisioned appear to mesh extremely well with the PACT-recommended Comprehensive Manpower Development Center.

Reliance on other programs can reduce some of the need for a choice among alternatives, but may not be able to eliminate it. Both blue collar jobs and entry into white collar jobs are needed, but if one must be emphasized over the other at India Basin, which should it be? Skilled, white collar jobs offer the best long range hope for the area's unemployed and marginally unemployed; they may not be an immediate panacea, however. By the same token, low-skill jobs may ease unemployment more quickly, but only for the short term. If the slack inherent in either approach can be taken in by other programs, the need for choice disappears. Jobs and job training would be balanced; the job mix would be ideal - both of these in the long and short run.

VI. PERSPECTIVES

As envisioned, the India Basin Industrial Park would serve a number of purposes, among which are:

- To broaden the City's tax base
- To redevelop a blighted area
- To alleviate the unemployment problems of the Silver Terrace/Bayview-Hunters Point area.

Of these, employment presents the most important goal. Given the results of both surveys, however, a careful analysis of this goal is needed.

The project must be developed more specifically. Specification may require more processing of information than has been done. A time sequence for the project elements needs to be set.

Insofar as jobs would be offered at India Basin, what kind should they be? Some would answer that they should be blue collar, labor intensive in nature, and that there should be lots of them. Others would reply that such jobs are a dead end, stopgap measure. They would advise training in white collar skills and the transfer of capabilities allowing upward mobility. In fact, some recommendations tend toward the first alternative, blue collar. The PACT Report tends toward labor intensive industries.

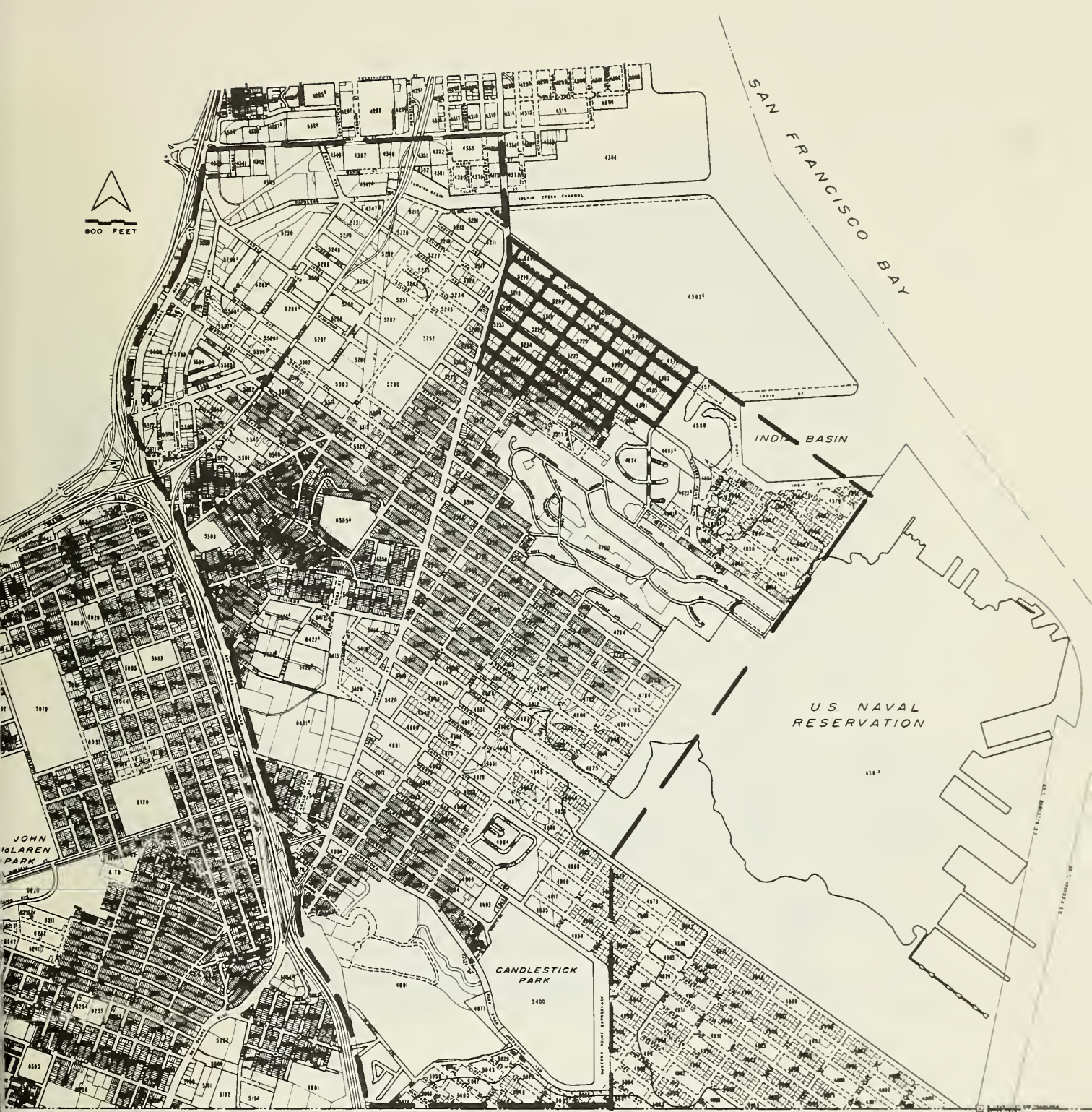
There appears to be a strong conflict of opinion as to what the project should be. Furthermore, a number of alternatives exist, beside those of job and job training for the unemployed. The difficulty in deciding what the India Basin Industrial Park should be is thereby compounded. Of course there would be no problems of decision if the development were large enough and if ample funds and manpower existed. If that were the case, all the alternatives would be pursued since they are complementary. Obviously, however, limitations do exist.

Much needs to be done:

- The particular goals for the development need to be set early and as clearly as possible.
- The particular concepts governing the development need to be tested against the success and failures of other efforts to insure success.
- The labor force and the unemployed within it need to be defined more closely for specific planning purposes.
- Appropriate training programs need to be devised in reference to the proposed commercial developments.

- A mix and variety of jobs should be sought. Sex, age, educational and training experience are all factors to be considered.
- Ancillary services must be provided (day care).
- All necessary resources must be committed. These include money, manpower, government, business and union support, and so on.
- The specific tasks upon which success depends must be defined and assigned to specific groups of people for execution.
- Coordination must be maintained among all groups involved. Problems need to be anticipated and resolved.

It must be kept in mind that these tasks pertain to the success of the India Basin Industrial Park itself. Far more than that will be needed to answer the needs of the unemployed and of San Francisco business. India Basin can only be a partial solution to both.

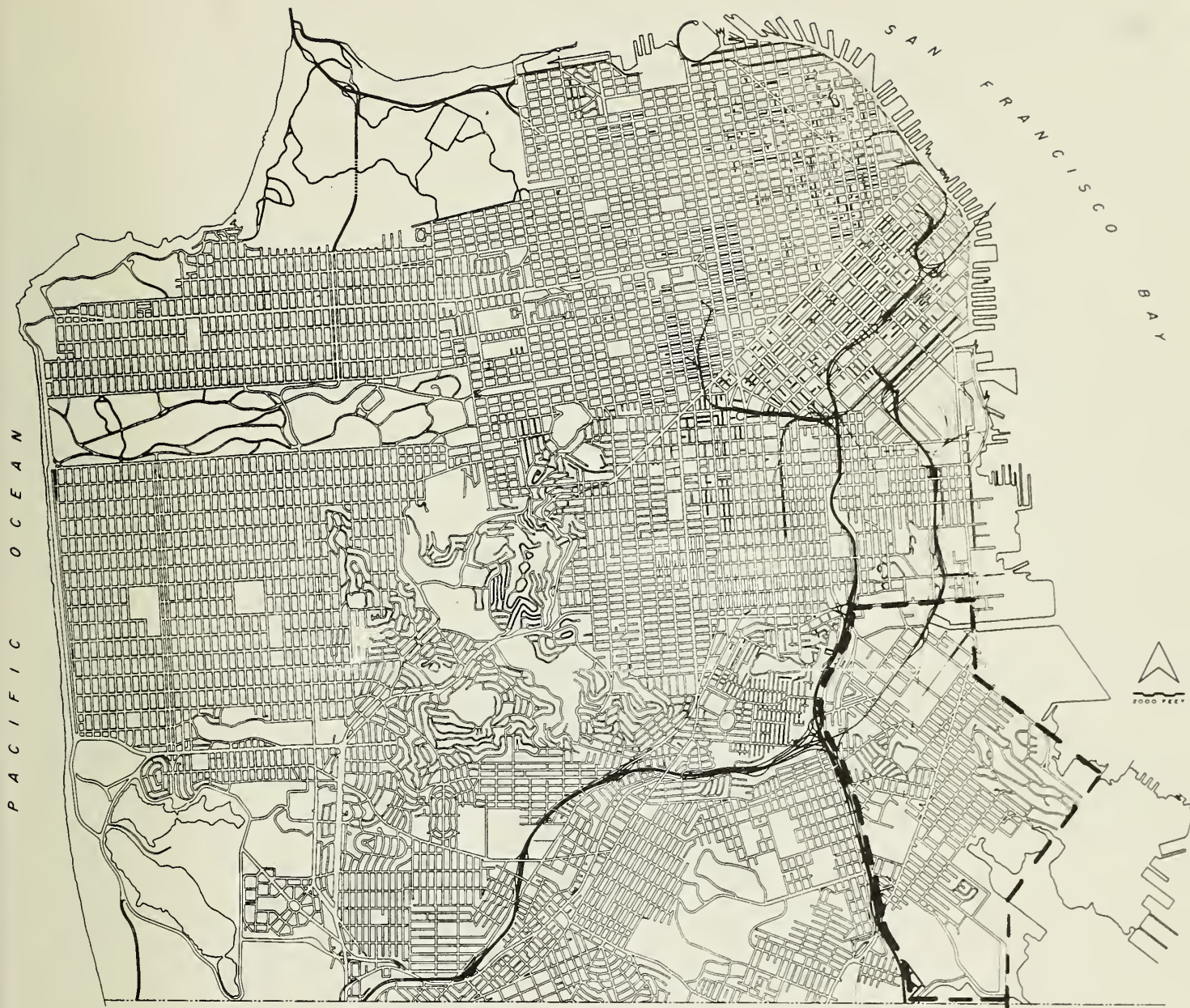


BUTCHERTOWN MANPOWER SURVEY



SURVEY AREA

INDIA BASIN INDUSTRIAL PARK



BUTCHERTOWN MANPOWER STUDY

--- SURVEY AREA

